

**ECONOMIC DEVELOPMENT AGENCY
SUMMARY**

<u>GENERAL FUND</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
ECONOMIC DEVELOPMENT AGENCY	126				
ECONOMIC DEVELOPMENT SUMMARY	128				
ECONOMIC DEVELOPMENT	131	3,468,279	155,000	3,313,279	10
TOTAL GENERAL FUND		<u>3,468,279</u>	<u>155,000</u>	<u>3,313,279</u>	<u>10</u>

<u>SPECIAL REVENUE FUNDS</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Fund Balance</u>	<u>Staffing</u>
ECONOMIC DEVELOPMENT:					
COMMUNITY DEVELOPMENT AND HOUSING	135	50,187,969	17,689,090	32,498,879	24
WORKFORCE DEVELOPMENT	141	22,058,961	22,058,961	0	105
TOTAL SPECIAL REVENUE		<u>72,246,930</u>	<u>39,748,051</u>	<u>32,498,879</u>	<u>129</u>



ECONOMIC DEVELOPMENT AGENCY

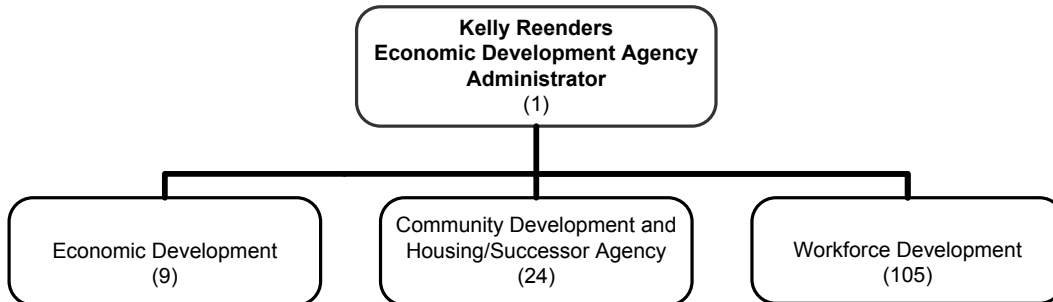
Kelly Reenders

AGENCY MISSION STATEMENT

Economic Development Agency creates, maintains, and grows the economic value of San Bernardino County.



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- The State designated San Bernardino and Riverside counties as an Innovation Hub. Inland SoCal Link iHub is a joint venture between the two counties and the Port of Los Angeles. The iHub goal is to maximize economic development opportunities within the transportation corridor that links the Port with the Inland Southern California region by establishing an advanced manufacturing infrastructure to maximize the state's exports. Marketing materials are being developed for business attraction and investment.
- Supported the San Bernardino County Superintendent of Schools' Alliance for Education's efforts to expand relevant education programs in schools in support of the cradle-to-career goal of the Countywide Vision.
- Executed a Disposition and Development Loan Agreement with The Related Companies for Phase 1 of the Bloomington Affordable Housing Development to commit over \$16 million, resulting in 106 affordable units, a new Bloomington Branch Library and much needed sewer and water improvements.
- Leveraged \$5.3 million of federal housing funds with \$35.0 million of other affordable housing resources to finance the development or acquisition/rehabilitation of 266 senior and family housing units in the cities of Loma Linda, Rialto and Highland.
- Redevelopment Dissolution/County Successor Agency – The agency initiated an appeal on the lawsuit to retain \$9.0 million of County General Fund for the Cedar Glen Community to complete the needed water system improvements.
- Secured sponsors for State of the County event and more than 1,100 business and community leaders attended.



SUMMARY OF BUDGET UNITS

	2014-15					Staffing
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	
<u>General Fund</u>						
Economic Devenlopment	3,468,279	155,000	3,313,279			10
Total General Fund	3,468,279	155,000	3,313,279			10
<u>Special Revenue Funds</u>						
Community Development and Housing	50,187,969	17,689,090		32,498,879		24
Workforce Development	22,058,961	22,058,961		0		105
Total Special Revenue Funds	72,246,930	39,748,051		32,498,879		129
<u>Other Agencies</u>						
Economic and Community Development Corp	92	0		92		0
County Industrial Development Authority	52,754	120		52,634		0
Total Other Agencies	52,846	120		52,726		0
Total - All Funds	75,768,055	39,903,171	3,313,279	32,551,605	0	139

The Agency provides overall administrative support and policy implementation to three departments, as well as the Successor Agency to the County of San Bernardino Redevelopment Agency. This includes the facilitation of communication between the County Administrative Office, as well as the Board of Supervisors. In addition, the Agency oversees the information technology function, public relations and marketing support.

Through the combination of four entities with common goals and objectives, the Agency provides leadership and direction to all 24 cities and private economic development organizations within the County.



ECONOMIC DEVELOPMENT

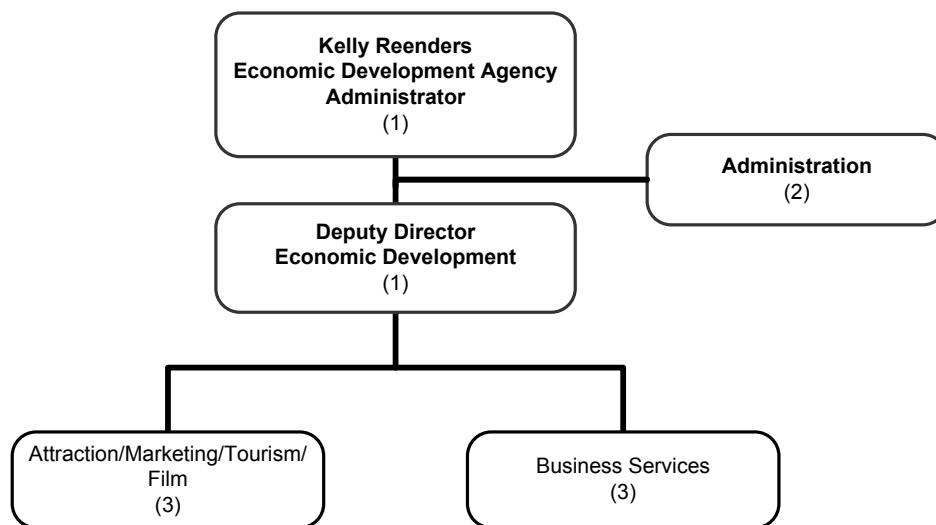
Kelly Reenders

DEPARTMENT MISSION STATEMENT

The Department of Economic Development fosters sustainable economic growth opportunities for job creation and revenue enhancement through comprehensive business expansion, attraction, and retention programs and services. The Department creates strategic partnerships with public and private entities to enhance global competitiveness and entrepreneurial development.



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Generated more than \$9.6 million in local sales and use tax over the last 3 fiscal years. There are currently more than 30 renewable energy or sales tax related projects in the pipeline.
- Partnered with a tourism consultant on a domestic tourism strategy for the mountain and desert areas, and included input from community stakeholders (Marketing Zone Advisory Committee representatives). For the first two quarters, 24 technical tours were completed and 1 familiarization tour was completed, hosting travel writers and tour operators.
- Facilitated the renewal of existing leases successfully and provided services to assist in expanding or relocating 152 businesses as of mid-year to the County, resulting in an estimated 4,038 jobs retained. Of these businesses, EDA directly supported or provided other value-added services to 18 companies, resulting in 1,371 jobs.
- Provided Countywide economic development assistance to 75 new businesses located to San Bernardino County, which resulted in an estimated 2,589 jobs. Of these businesses, the department directly supported or provided other value-added services to 19 companies, generating an estimated 756 direct new jobs.
- Engaged local organizations for feedback on issues related to South Coast Air Quality Management District's overall economic impact on the region.
- Worked with other regions, cities, businesses to preserve Enterprise Zones.



COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

- Objective(s):**
- *Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.*
 - *Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.*
 - *Utilize County programs and resources to support the local economy and maximize job creation.*

- Department Strategy:**
- *The Department invests in marketing services to generate private investment and foster job creation as well as develop strong regional and national business relationships.*
 - *The Department's attraction efforts increase awareness of Countywide programs and opportunities in order to meet the needs of clients.*
 - *The Department supports the brokerage community and County entities by providing research, demographic and site information and coordinating site tours.*
 - *The Department engages in a strategic tourism marketing program that incorporates branding and advertising to increase awareness of the County as a tourism destination.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Number of jobs resulting from County Economic Development attraction and expansion efforts.	N/A	N/A	N/A	1,500
Number of business contacts reached through County Economic Development efforts.	N/A	N/A	N/A	900
Number of assists, such as research, demographic and site information and site tours, by County Economic Development staff.	N/A	N/A	N/A	1,500
Percentage change in target market awareness of County tourism and destinations.	N/A	N/A	N/A	TBD



SUMMARY OF BUDGET UNITS

2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget
General Fund					
Economic Development	3,468,279	155,000	3,313,279		10
Total General Fund	3,468,279	155,000	3,313,279		10

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Economic Development	3,065,030	2,774,965	3,113,901	3,135,452	3,468,279
Total	3,065,030	2,774,965	3,113,901	3,135,452	3,468,279

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Economic Development	201,441	149,787	200,000	155,000	155,000
Total	201,441	149,787	200,000	155,000	155,000

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Economic Development	2,863,589	2,625,178	2,913,901	2,980,452	3,313,279
Total	2,863,589	2,625,178	2,913,901	2,980,452	3,313,279



Economic Development

DESCRIPTION OF MAJOR SERVICES

The Department of Economic Development's (ED) major goals are to foster job creation, increase private investment and enhance County revenues through the implementation of a Countywide economic development strategy. The strategy focuses on maximizing the standard of living of the County's residents, providing economic opportunities for the County's businesses, fostering a competitive environment and positioning the County as a highly competitive region for business opportunities. The strategy will emphasize industry sectors with high-growth potential and offering skilled high paying jobs.

The Department spearheads initiatives having local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations including, but not limited to, the State of California, San Bernardino County cities, the County of Riverside, as well as non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives. Outreach to private sector stakeholders is conducted via a comprehensive media/marketing campaign.

The Department also creates and develops necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services including the following:

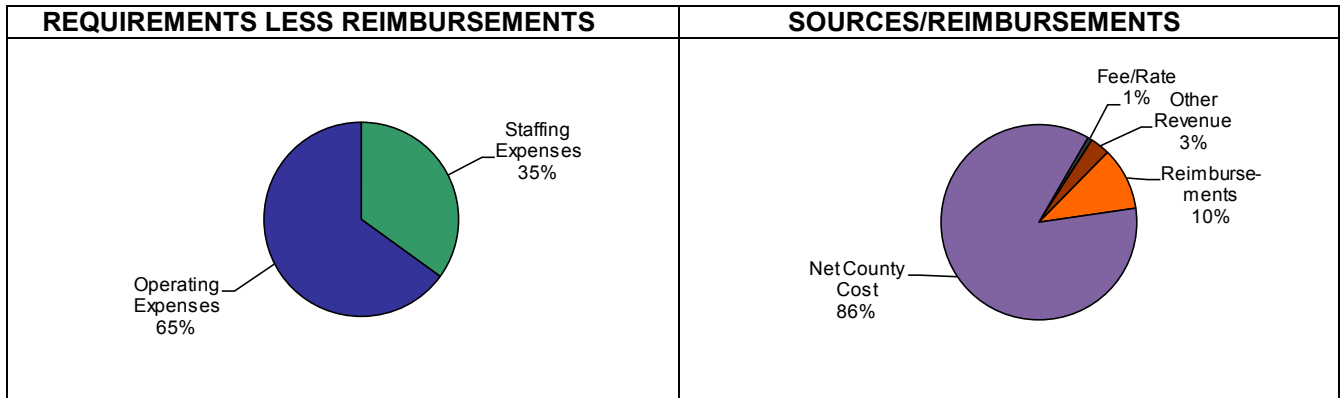
- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- Incentive Programs
- Small Business Assistance and Technical Support
- Technical assistance and marketing support to County cities and economic development stakeholders.

Budget at a Glance

Requirements Less Reimbursements*	\$3,869,255
Sources/Reimbursements	\$555,976
Net County Cost	\$3,313,279
Total Staff	10
Funded by Net County Cost	86%

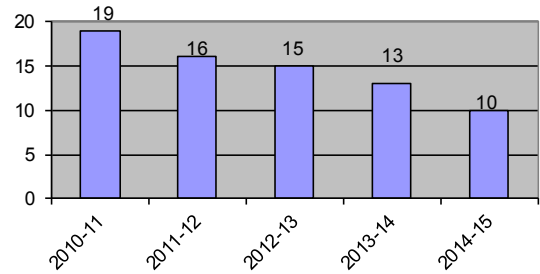
*Includes Contingencies

2014-15 RECOMMENDED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended					
Regular	13	13	13	10					
Limited Term	2	0	0	0					
Total	15	13	13	10					
Staffing Expenses	\$1,650,731	\$1,721,891	\$1,727,509	\$1,354,111					

**ANALYSIS OF 2014-15 RECOMMENDED BUDGET**

GROUP: Economic Development
DEPARTMENT: Economic Development
FUND: General

BUDGET UNIT: AAA EDF
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,931,327	1,566,706	1,597,262	1,577,181	1,727,509	1,354,111	(373,398)
Operating Expenses	2,187,151	2,035,867	1,709,465	2,117,710	2,118,692	2,515,144	396,452
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,118,478	3,602,573	3,306,727	3,694,891	3,846,201	3,869,255	23,054
Reimbursements	(1,100,675)	(904,657)	(917,374)	(710,750)	(710,749)	(400,976)	309,773
Total Appropriation	3,017,803	2,697,916	2,389,353	2,984,141	3,135,452	3,468,279	332,827
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,017,803	2,697,916	2,389,353	2,984,141	3,135,452	3,468,279	332,827
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	31,176	33,788	37,663	35,286	30,000	30,000	0
Other Revenue	158,865	116,000	165,307	125,000	125,000	125,000	0
Total Revenue	190,041	149,788	202,970	160,286	155,000	155,000	0
Operating Transfers In	11,400	0	0	0	0	0	0
Total Financing Sources	201,441	149,788	202,970	160,286	155,000	155,000	0
Net County Cost	2,816,362	2,548,128	2,186,383	2,823,855	2,980,452	3,313,279	332,827
Budgeted Staffing					13	10	(3)

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of \$2.5 million include costs of various Economic Development programs (real estate related trade shows, advertising, public relations, and tourism), travel, and internal transfers out (County Counsel charges, Facilities etc.).

Reimbursements of \$400,976 represent the cost allocation to other EDA departments of Economic Development Agency staff.

Sources of \$155,000 represents registration fees and sponsorships for the State of the County event planned for the spring of 2015.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements of \$3.5 million are increasing by \$332,827 as a result of a one-time allocation of Net County Cost for the development of an enhanced tourism program that targets both international and domestic markets.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.4 million fund 10 budgeted regular positions. In an attempt to consolidate the agency's Finance and Administrative unit, 1 Staff Analyst II position and 1 Automated Systems Analyst I position were transferred to Community Development and Housing. Additionally, reorganization within the Agency in 2014-15 resulted in the deletion of 1 filled Assistant Administrator position. At the direction of Human Resources, as part of their review of the re-organization, 1 Executive Secretary III position was reclassified to an Executive Secretary II.



2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Economic Development Agency	3	0	3	3	0	0	3
Economic Development	7	0	7	7	0	0	7
Total	10	0	10	10	0	0	10

Economic Development AgencyClassification

- 1 Administrator
- 1 Executive Secretary II
- 1 Payroll Specialist
- 3 Total

Economic DevelopmentClassification

- 1 Deputy Director
- 1 Economic Development Manager
- 3 Economic Dev. Coordinator III
- 1 ECD Technician
- 1 Staff Analyst II
- 7 Total



COMMUNITY DEVELOPMENT AND HOUSING

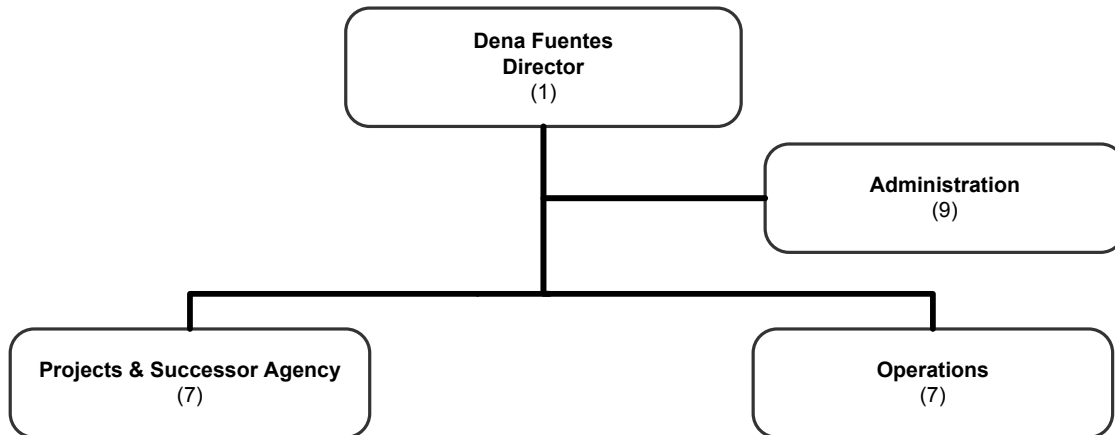
Dena Fuentes

DEPARTMENT MISSION STATEMENT

Community Development and Housing Department achieves economic and community revitalization through stakeholder collaboration and leveraging of federal, state and local resources.



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Utilized Federal Community Development Block Grant (CDBG) program funds, in coordination with 12 cooperating cities, to accomplish the following: total of 12 public facilities constructed or improved; allocated funding to 20 infrastructure improvement projects; completed 7,710 code enforcement inspections; demolished 5 substandard properties; Graffiti Abatement programs restored 9,284 properties.
- Provided Fair Housing and Tenant Landlord counseling to 440 individuals and utilized the Emergency Shelter Grant (ESG) funds to assist 196 households. ESG program goals were modified to work in concert with the Department of Behavioral Health Shelter+Care program to assist families in finding long-term housing.
- Over 7,400 residents received social services from twenty two service providers.
- Completed site assembly of an additional 5 acres for a future Affordable Housing site in the unincorporated community of Bloomington.
- Executed agreements to invest \$950,000 of HOME Investment Partnership Act Grant (HOME) funds to rehabilitate Mountain Breeze Villas Apartments in the City of Highland and create 160 affordable housing units.
- Met expenditure requirements for the Neighborhood Stabilization Programs by investing \$1.9 million in Bloomington Affordable Housing Development and \$2.7 million Fontana Sienna affordable development, which will result in 166 affordable units.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act.
- Received California Department of Financing approval allowing the transfers of \$23 million of unobligated tax allocation bonds to the County for future projects in Cedar Glen and San Savaine communities.



COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

Objective(s): • *Maximize the utilization of Federal and State programs and funding to address the needs of County residents.*

Department Strategy: • *Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serves low- and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Audit exceptions per Federal audit conducted.	N/A	N/A	0	0
Meet Federal requirement that the unspent CDBG grant allocation is not more than 150% of current year allocation on April 30th.	N/A	N/A	Yes	Yes
Percentage of Housing Grant Funds Commitment Deadlines met.	N/A	N/A	100%	100%
Percentage of Federal Housing Grant funds spent by County.	N/A	N/A	100%	100%

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

Objective(s): • *Utilize County programs and resources to support the local economy and maximize job creation.*

Department Strategy: • *Continue to work with cities, housing counseling agencies, government entities and lenders to promote foreclosure prevention events and encourage homeowner participation in events and programs to maintain levels of homeownership.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Activities (such as direct mail, email campaigns and events) informing constituents of foreclosure prevention events and programs.	43	30	64	50
Unique page views on the County and JPA websites, which provide foreclosure prevention information to homeowners within the County.	2,924	3,000	12,000	6,000



COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION

Objective(s): • *Continue the County role of convening conversations on community collaboration and collective action.*

Department Strategy: • *Create an Affordable Housing Collaborative to create relationships and share ideas on leveraging affordable housing and other County resources to effectuate community and neighborhood revitalization.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Active organizations in the Affordable Housing Collaborative.	33	100	124	124
Activities, events and programs completed by the Affordable Housing Collaborative.	N/A	N/A	3	6

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<u>Special Revenue Funds</u>						
Community Development and Housing	50,187,969	17,689,090		32,498,879		24
Total Special Revenue Funds	50,187,969	17,689,090		32,498,879		24

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Community Development and Housing	42,021,486	52,046,540	82,924,629	54,431,572	50,187,969
Total	42,021,486	52,046,540	82,924,629	54,431,572	50,187,969

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Community Development and Housing	24,926,121	32,902,601	36,815,627	19,678,738	17,689,090
Total	24,926,121	32,902,601	36,815,627	19,678,738	17,689,090

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Community Development and Housing	17,095,365	19,143,939	46,109,002	34,752,834	32,498,879
Total	17,095,365	19,143,939	46,109,002	34,752,834	32,498,879



Community Development and Housing

DESCRIPTION OF MAJOR SERVICES

Community Development and Housing (CDH) seeks to better the quality of life for the residents of San Bernardino County by providing community and housing development resources for low and moderate income families, individuals and communities. CDH invests several Federal Department of Housing and Urban Development (HUD) grants to undertake needed infrastructure projects and services for targeted communities. Housing grant funds are leveraged to develop vision-based affordable housing communities.

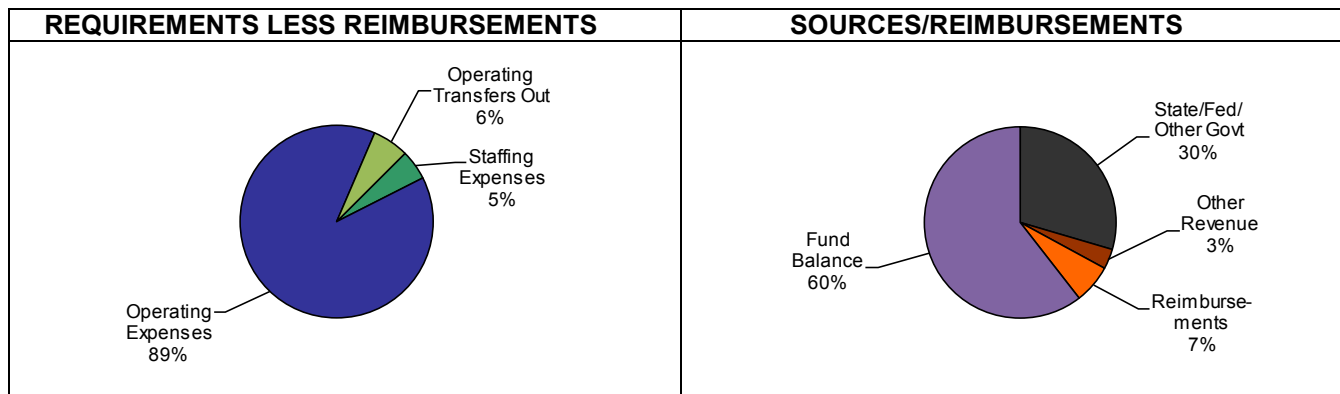
As part of its efforts to reduce foreclosures and stabilize neighborhoods within the County, in 2012, CDH implemented a Homeownership Protection program (Program) to inform homeowners of state and local foreclosure prevention resources. Through a dedicated website, email distribution and social media advertising, the Program provides information on local foreclosure prevention events, financial coaching, home repair workshops, and homebuyer resources for residents as well.

Additionally, CDH is responsible to complete the County's remaining redevelopment activities under the auspices of the County of San Bernardino's Successor Agency, Oversight Board, and Housing Successor. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency's assets, and completing all remaining capital projects. CDH also manages the Countywide Redevelopment Dissolution process for all 26 successor agencies operating in the County.

Budget at a Glance

Requirements Less Reimbursements*	\$53,710,968
Sources/Reimbursements	\$21,212,089
Fund Balance	\$32,498,879
Use of Fund Balance	\$32,498,879
Total Staff	24
*Includes Contingencies	

2014-15 RECOMMENDED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended					
Regular	15	20	21	20					
Limited Term	3	0	0	4					
Total	18	20	21	24					
Staffing Expenses	\$1,940,490	\$2,302,676	\$2,302,676	\$2,698,685					

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Community Development and Housing
FUND: Community Development and Housing

BUDGET UNIT: Various
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,442,861	1,872,920	1,796,203	2,145,713	2,302,676	2,698,685	396,009
Operating Expenses	18,202,562	29,004,275	25,151,669	16,632,295	42,403,734	47,752,283	5,348,549
Capital Expenditures	0	2,285,449	362,157	1,405,271	4,410,000	0	(4,410,000)
Contingencies	0	0	0	0	6,859,189	0	(6,859,189)
Total Exp Authority	20,645,423	33,162,644	27,310,029	20,183,279	55,975,599	50,450,968	(5,524,631)
Reimbursements	(1,567,356)	(1,913,666)	(5,683,921)	(3,195,738)	(3,886,792)	(3,522,999)	363,793
Total Appropriation	19,078,067	31,248,978	21,626,108	16,987,541	52,088,807	46,927,969	(5,160,838)
Operating Transfers Out	3,269,326	3,823,296	3,997,373	1,022,310	2,342,765	3,260,000	917,235
Total Requirements	22,347,393	35,072,274	25,623,481	18,009,851	54,431,572	50,187,969	(4,243,603)
Sources							
Taxes	570	1,153,330	0	23,910	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	19,275,623	29,251,744	18,371,307	12,988,936	16,894,842	15,874,560	(1,020,282)
Fee/Rate	14,563	13,603	2,048	35,426	0	0	0
Other Revenue	5,072,942	3,046,400	16,327,544	1,518,215	1,908,877	1,614,530	(294,347)
Total Revenue	24,363,698	33,465,077	34,700,899	14,566,487	18,803,719	17,489,090	(1,314,629)
Operating Transfers In	907	320,852	650,425	1,189,409	875,019	200,000	(675,019)
Total Financing Sources	24,364,605	33,785,929	35,351,324	15,755,896	19,678,738	17,689,090	(1,989,648)
Fund Balance					34,752,834	32,498,879	(2,253,955)
Budgeted Staffing					21	24	3

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of \$50.2 million primarily relate to infrastructure construction projects and community development programs funded by the department, including construction of low, moderate or middle income residential units.

Sources of \$17.7 million primarily represent federal funding for CDBG, HOME, and ESG programs as allocated by formula to the County and participating cities as well as General Fund allocation for Homeowner Foreclosure Prevention activities, loan repayments and interest on fund balance.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4.2 million due to the completion of a major Housing and Urban Development program (NSP 3) in 2013-14.

Sources are decreasing by \$2.0 million primarily as a result of the completion of the NSP 3 program, which reduced federal funding by \$3.9 million. This was partially offset by a \$2.9 million increase in other funding, related to anticipated CDBG and Housing development program activities. This reflects the department's strategy to appropriate all funds (including prior year funding) available for development of affordable housing projects. Other revenue decreased by \$294,347 due to anticipated decrease in loan repayments.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.7 million fund 24 budgeted positions of which 20 are regular positions and 4 are limited term positions.

The budget includes the addition of 1 Housing Project Manager II and 1 limited-term Contract Housing Project Manager II position due to workload requirements. Additionally, 1 filled Staff Analyst II and 1 filled Automated Systems Analyst I positions were transferred from Economic Development to Community Development and Housing in an effort to consolidate the agency's Finance and Administration unit. The department also deleted 1 limited term vacant Real Estate Specialist position.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	10	0	10	7	1	2	10
Projects & Successor Agency	5	2	7	5	0	2	7
Operations	5	2	7	7	0	0	7
Total	20	4	24	19	1	4	24

Administration	Projects & Successor Agency	Operations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Deputy Director	1 Deputy Director
1 Executive Secretary II	1 Supervising ECD Analyst	2 ECD Analyst II
1 Administrative Supervisor I	3 ECD Analyst II	1 CDH Housing Project Manager
3 Staff Analyst II	1 Housing Project Manager	2 Contract Housing Analyst
1 Fiscal Specialist	1 Contract Housing Project Manager	1 ECD Technician
1 Automated Systems Analyst I	7 Total	7 Total
1 Public Service Employee		
1 Secretary I		
10 Total		



DEPARTMENT OF WORKFORCE DEVELOPMENT

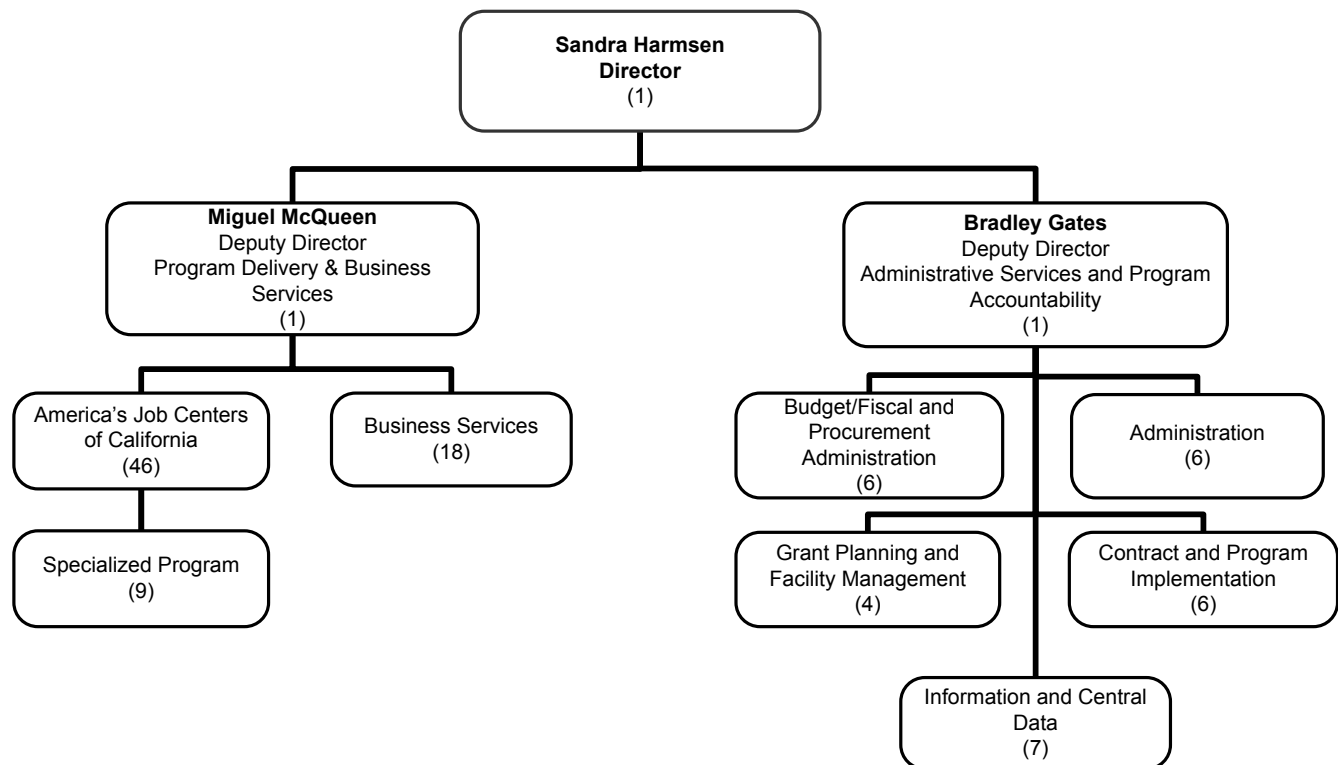
Sandra Harmsen, Director

DEPARTMENT MISSION STATEMENT

The Department of Workforce Development serves residents and businesses in the County of San Bernardino by developing a skilled workforce that meets the ever-changing demands of the business community.



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Met or exceeded all Federal and State performance measures under the Workforce Investment Act.
- Served 45,000 jobseekers at the County's three America's Job Centers of California (AJCC).
- Provided over 12,000 intensive employment services to customers, including career counseling, skills and aptitude assessment and supportive services.
- Enrolled 1,500 customers into vocational or On-the-Job training programs.
- Visited over 7,000 businesses to provide resources and employer services.
- Conducted assessment surveys with over 2,200 businesses in order to address business concerns and identify companies at risk of closure or reductions in workforce.
- Assisted 800 local businesses through workshops and consulting services for marketing, cost cutting, process improvement and human resources.
- Provided Rapid Response services to assist 1,650 individuals affected by layoffs with re-employment services.
- Served 549 at-risk youth with job readiness training, work experience and education services.



- Established a partnership with the San Bernardino County Housing Authority to provide job placement services to residents of affordable housing communities.
- Partnered with the County Sheriff's department to provide employment services to individuals transitioning out of the corrections system.
- Collaborated with County Probation to assist parolees with job readiness and job placement assistance at the Day Reporting Centers.
- Instituted program with the Transitional Assistance Department to provide paid Youth Employment Opportunities for up to 750 youth.
- Served 149 youth in the At-Like program, a collaboration with Riverside and Imperial Counties serving disconnected youth with educational and occupational training opportunities.
- Received \$213,300 in additional funds from the California Workforce Investment Board to train 40 youth in Advanced Manufacturing.
- Recognized by the California Workforce Investment Board as a High-Performing local Workforce Investment Board, one of only 16 recognized boards State-wide.



COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

- Objective(s):**
- *Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.*
 - *Utilize County programs and resources to support the local economy and maximize job creation.*

- Department Strategy:**
- *Operate the County's three America's Job Centers of California. Service levels (Resource Room, Intensive Services, Training) provided are determined by each participating*
 - *Provide Intensive Employment Services to customers in the America's Job Centers. Intensive Services include Career Counseling, Job Placement, Assessments, etc.*
 - *Train customers to gain employment in the in-demand occupations in San Bernardino County.*
 - *Provide employer-based On-the-Job Training opportunities for unemployed and long-term unemployed customers.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
America's Job Center of California visits.	75,101	60,000	45,000	40,500
Customers who choose to enroll in intensive services.	N/A	N/A	N/A	5,000
Customers receiving training services.	1,731	2,000	1,500	1,350
Customers receiving employer-based On-the-Job training services.	219	240	240	200
Meet Federal and State mandated performance measures for customers enrolled in intensive services, as reported by the State in the current year:				
• Entered employment	Yes	Yes	Yes	Yes
• Average Wage	Yes	Yes	Yes	Yes
• Job Retention	Yes	Yes	Yes	Yes



COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

- Objective(s):**
- *Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.*
 - *Utilize County programs and resources to support the local economy and maximize job creation.*

- Department Strategy:**
- *Retain County businesses through proactive outreach to identify and resolve business concerns.*
 - *Provide the business community with resources that help them grow.*
 - *Assist employers by providing customized recruiting services to fill their vacant positions.*
 - *Identify at-risk businesses and provide resources to avert potential layoffs.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Business visits.	6,151	6,000	7,000	7,600
Business Assessment Surveys performed (1st time visits).	2,396	2,200	2,200	2,250
Businesses served through workshop and consulting services.	479	600	800	300
Businesses served through layoff aversion consulting services.	N/A	N/A	28	30
Jobs retained through layoff aversion consulting services.	N/A	N/A	499	500

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

- Objective(s):**
- *Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.*

- Department Strategy:**
- *Work with Youth Providers to serve at-risk youth to prepare them to enter the workforce.*
 - *Assist at-risk youth in obtaining a GED, High School Diploma, Training Certificate or Associates Degree.*
 - *Provide work experience opportunities for at-risk youth.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
At-risk youth enrolled.	625	476	549	540
At-risk youth placed in employment.	412	361	361	360
At-risk youth attaining GED, High School Diploma, Training Certificate or Associates Degree.	460	285	285	280



SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
Workforce Development	22,058,961	22,058,961		0		105
Total Special Revenue Fund	22,058,961	22,058,961		0		105

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Workforce Development	23,471,089	21,028,929	24,342,129	23,695,986	22,058,961
Total	23,471,089	21,028,929	24,342,129	23,695,986	22,058,961

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Workforce Development	23,692,723	20,585,504	24,066,248	23,275,444	22,058,961
Total	23,692,723	20,585,504	24,066,248	23,275,444	22,058,961

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Workforce Development	(221,634)	443,425	275,881	420,542	0
Total	(221,634)	443,425	275,881	420,542	0



Workforce Development

DESCRIPTION OF MAJOR SERVICES

The Department of Workforce Development (WDD) provides services to job seekers, incumbent workers, youth and businesses on behalf of the Workforce Investment Board (WIB). The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the Board of Supervisors.

Budget at a Glance

Requirements Less Reimbursements*	\$25,467,262
Sources/Reimbursements	\$25,467,262
Fund Balance	\$0
Contribution to Fund Balance	\$1,261,288
Total Staff	105

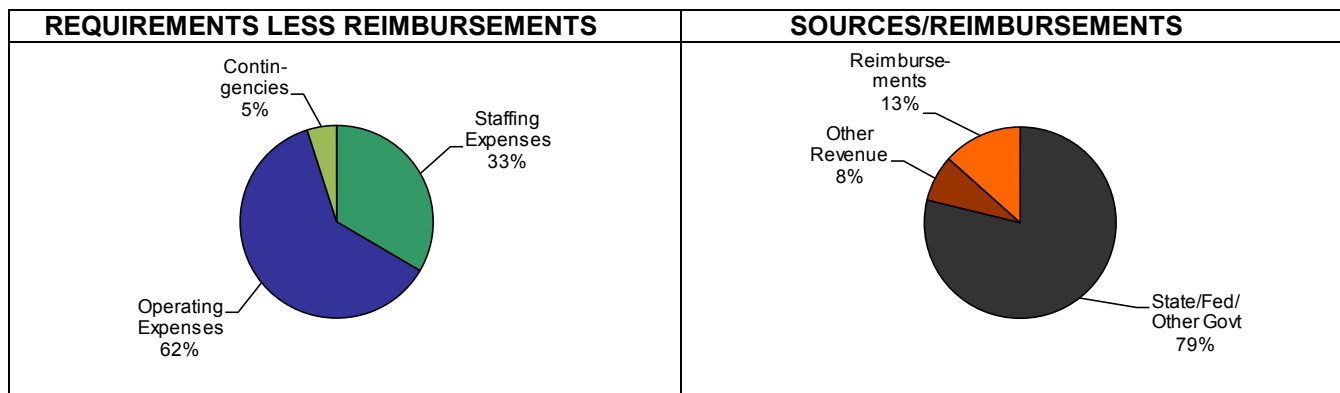
*Includes Contingencies

WDD is funded primarily by the Federal Workforce Investment Act (WIA). WIA requires that job seeking customers be provided with access to employment services through the America's Job Centers of California (AJCC) system. WDD operates AJCC's in each of the County's three major population centers; the West End, East Valley and High Desert. Services provided to all customers include, job search, resource referrals, job readiness workshops, and access to computers and internet, printers, copiers, telephone and fax machines. Customers may also choose to receive more intensive services including, career counseling, skill and aptitude assessments, job placement, resume and interview technique building, and occupational training.

WDD also operates a Business Services Unit which serves the local business community to support the retention of jobs and maintain employment opportunities for customers who utilize AJCC services. The department assists businesses through customized recruitments, job referrals, incumbent worker and On-the-Job training programs, business workshops and business consulting. Through serving the business community, WDD seeks to promote a thriving job market that provides the employment opportunities County residents need for self-sufficiency.

The WIA Youth Program provides at-risk youth, aged 14-21, with opportunities that redirect youth from a path of dependency to a path of self-reliance. Through contracted youth service providers, customers receive paid work experience, occupational training and leadership development, supportive services, counseling and mentoring, and remedial education services that lead to attainment of a GED or High School diploma. Through these efforts, WDD is working to support the vision of developing a skilled workforce that attracts employers who provide the jobs that create Countywide prosperity.

2014-15 RECOMMENDED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended					
Regular	100	96	96	95					
Limited Term	22	8	8	10					
Total	122	104	104	105					
Staffing Expenses	\$8,736,457	\$8,193,690	\$8,193,690	\$8,519,990					

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Workforce Development
FUND: Workforce Investment Fund (WIA)

BUDGET UNIT: SAC JOB
FUNCTION: Public Assistance
ACTIVITY: Training & Employment Assistance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	8,818,615	7,352,095	7,959,401	7,166,074	8,193,690	8,519,990	326,300
Operating Expenses	26,303,948	15,310,596	12,240,152	15,544,409	13,837,829	15,685,984	1,848,155
Capital Expenditures	45,000	14,485	0	0	0	0	0
Contingencies	2,305,114	0	0	0	1,920,878	1,261,288	(659,590)
Total Exp Authority	37,472,677	22,677,176	20,199,553	22,710,483	23,952,397	25,467,262	1,514,865
Reimbursements	(10,207,088)	(2,203,014)	(254,623)	(2,879,064)	(256,411)	(3,408,301)	(3,151,890)
Total Appropriation	27,265,589	20,474,162	19,944,930	19,831,419	23,695,986	22,058,961	(1,637,025)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	27,265,589	20,474,162	19,944,930	19,831,419	23,695,986	22,058,961	(1,637,025)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	27,017,198	19,953,256	19,304,004	18,050,886	22,098,080	20,070,316	(2,027,764)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	470,025	460,456	811,383	1,359,991	1,177,364	1,806,645	629,281
Total Revenue	27,487,223	20,413,712	20,115,387	19,410,877	23,275,444	21,876,961	(1,398,483)
Operating Transfers In	0	0	0	0	0	182,000	182,000
Total Financing Sources	27,487,223	20,413,712	20,115,387	19,410,877	23,275,444	22,058,961	(1,216,483)
Fund Balance					420,542	0	(420,542)
Budgeted Staffing					104	105	1

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of \$15.7 million include costs associated with the department's three America's Job Centers of California such as: rent; computers/hardware/software and office supplies; staff travel and training costs; professional services; insurance; and County vehicle usage. Operating expenses also include \$11.6 million in direct services to job seekers and business customers.

Reimbursements of \$3.4 million represent payments from other departments for program services provided through various Memorandums of Understanding (MOU).

Sources of \$22.1 million represents funding the department receives from various state and federal grants, primarily from the federal Workforce Investment Act of 1998 (WIA).



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.6 million due to reduction of \$2.0 million in state, federal, or government aid revenue which reflects the removal of the second year of 2012 funding. The department also received a revenue agreement for \$0.5 million with the California Department of Corrections and Rehabilitation (CDCR) to hire 4 contract Workforce Development Specialists to provide employment services to the soon-to-be released prison population.

Sources are decreasing by \$1.2 million primarily as a result of increase in departmental reimbursements as a result of an MOU with the Transitional Assistance Department (TAD) for \$3.0 million to provide paid work experience for CalWORKs Youth. As a result of the TAD MOU, direct services are increased by \$1.9 million.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8.5 million fund 105 budgeted positions of which 95 are regular positions and 10 are limited term positions.

For 2014-15, the department deleted 2 regular vacant Staff Analyst I positions and 1 vacant limited term Fiscal Assistant position. WDD also reclassified the following positions: a Deputy Director position was reclassified to an Administrative Supervisor I, an Office Assistant II position was reclassified to a Workforce Development Technician, a Fiscal Assistant position was reclassified to an Accounting Technician, and a contract WIB Aide position was reclassified to a regular WIB Aide. The department has added 4 limited term Workforce Development Specialist positions that are tied to a revenue agreement with CDCR.

The deleted positions were vacant due to normal attrition and workloads have been redistributed to maintain high levels of service. The reclassified positions will allow the department to better meet current workload demands to required skills. The addition of the 4 Workforce Development Specialists will allow the department to fulfill the terms of the revenue agreement with CDCR. The department anticipates maintaining current levels of service for its primary mandated tasks of providing employment services to job seekers and businesses.



2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Executive Office	4	1	5	4	0	1	5
Administrative Services	26	0	26	21	5	0	26
Program Delivery and Business Services	65	9	74	52	18	4	74
Total	95	10	105	77	23	5	105

Executive OfficeClassification

1 Director of Workforce Development
 1 Workforce Investment Aide
 1 Executive Secretary II
 1 Office Assistant III
 1 Extra Help
5 Total

Administrative ServicesClassification

1 Deputy Director
 1 Administrative Supervisor II
 1 Administrative Supervisor I
 1 Secretary I
 6 Staff Analyst II
 2 Staff Analyst I
 1 Accountant II
 1 Program Specialist I
 1 Workforce Development Specialist
 5 Workforce Development Technician
 1 Automated Systems Technician
 2 Accounting Technician
 1 Fiscal Specialist
 1 Fiscal Assistant
 1 Office Assistant III
26 Total

Program Delivery and Business ServicesClassification

1 Deputy Director
 1 Administrative Supervisor I
 3 Workforce Development Manager
 5 Workforce Development Supervisor I
 45 Workforce Development Specialist
 6 Workforce Development Technician
 4 Office Assistant II
 9 Contract Workforce Development Specialist
74 Total



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